



**Health Services**  
LOS ANGELES COUNTY

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May 16, 2006

TO: Each Supervisor

FROM: Bruce A. Chernof, M.D.  
Director and Chief Medical Officer

SUBJECT: **REGISTERED NURSE NEW HIRES/TERMINATIONS AND  
REGISTRY ACTIVITY – FIRST QUARTER 2006**

As requested, attached for your review is the following information regarding nurse recruitment and retention across the department for the period January 1 – March 31, 2006:

- Number of nurses recruited
- Number of nurses resigned or left County (DHS) service
- Number of nursing vacancies
- Number of contracted nurses
- The reason people are declining DHS employment
- The reason employees are leaving DHS

As of April 9, 2006 the Department has 6045.86 budgeted Registered Nurse positions, 5392.14 of which are filled, and 653.72 are vacant.

Based on our review and analysis, facilities were able to recruit nurses for employment. As demonstrated by the number of terminations, we lose as many nurses as we hire.

**Action Plan:**

The focus of the Office of Nursing Affairs will continue to be on recruitment, but equal focus and resources will be allocated on retention activities:

1. Centralization of recruitment and retention activities under the Office of Nursing Affairs to ensure consistent approach to recruitment and retention efforts.
2. Standardized exit interview questions will be developed and implemented at all facilities.
3. Track and trend reasons for leaving county employment. Results of exit interviews will be shared with facility CNO's. Each facility will be accountable for an action plan based on exit interviews and analysis.
4. Formation of a multi-facility "Retention Committee" for staff input in the development of retention strategies under the leadership of the Office of Nursing Affairs.

Please let me know if you have any questions or need additional information.

BAC:jy  
501:010

**Attachments**

c: Chief Administrative Officer  
County Counsel  
Executive Officer, Board of Supervisors

**DEPARTMENT OF HEALTH SERVICES**  
**Registered Nurse First Quarter 2006 Report**  
**Incomings and Terminations**

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Sub-Total 1st Quarter	Total Year to Date
Department of Health Services (All Dept #s)	Incomings	59	64	73										196	196
	Terminations	66	62	77										205	205
Health Services Administration (Dept 110)	Incomings	0	4	0										4	4
	Terminations	1	0	1										2	2
Office of Managed Care (Dept 120)	Incomings	0	0	1										1	1
	Terminations	1	0	0										1	1
High Desert Healthcare System (Dept 130)	Incomings	0	0	1										1	1
	Terminations	1	0	0										1	1
LAC+USC Healthcare Network (Dept 160)	Incomings	28	18	30										76	76
	Terminations	31	16	22										69	69
Northeast CHC/Health Centers (Dept 161)	Incomings	1	2	2										5	5
	Terminations	2	1	1										4	4
Harbor/UCLA Medical Center (Dept 200)	Incomings	16	13	15										44	44
	Terminations	16	10	14										40	40
Long Beach CHC/Coastal Health Centers (Dept 201)	Incomings	0	0	0										0	0
	Terminations	0	1	0										1	1

**DEPARTMENT OF HEALTH SERVICES**  
**Registered Nurse First Quarter 2006 Report**  
**Incomings and Terminations**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Sub-Total 1st Quarter	Total Year to Date
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King/Drew Medical Center (Dept 225)	Incomings	2	9	7									18	18
	Terminations	4	12	11									27	27

Southwest CHC/Health Centers (Dept 226)	Incomings	2	0	0									2	2
	Terminations	1	1	3									5	5

ValleyCare Olive View/UCLA Medical Center (Dept 240)	Incomings	3	7	10									20	20
	Terminations	4	8	3									15	15

Mid Valley CHC/Health Centers (Dept 241)	Incomings	1	3	1									5	5
	Terminations	0	1	3									4	4

Children's Medical Services (Dept 250)	Incomings	1	0	1									2	2
	Terminations	1	0	5									6	6

Rancho Los Amigos National Rehabilitation Center (Dept 260)	Incomings	2	2	2									6	6
	Terminations	2	5	2									9	9

**DEPARTMENT OF HEALTH SERVICES**  
**Registered Nurse First Quarter 2006 Report**  
**Incomings and Terminations**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Sub-Total 1st Quarter	Total Year to Date
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Antelope Valley Rehabilitation Center (Dept 280)	Incomings	0	0	0									0	0
	Terminations	0	0	0									0	0

Juvenile Court Health Services (Dept 290)	Incomings	1	1	1									3	3
	Terminations	1	3	3									7	7

Public Health (Dept 295)	Incomings	2	5	1									8	8
	Terminations	1	4	9									14	14

296 - AIDS Program (Dept 296)	Incomings	0	0	1									1	1
	Terminations	0	0	0									0	0

NOTE: Incomings include New Hires, Rehires, Reinstatements, Transfers, and Employee Change of Statuses from Non-RN Positions.  
Terminations include Outgoings and Transfers.

**DEPARTMENT OF HEALTH SERVICES**  
**Registered Nurse First Quarter 2006 Report**  
**Reasons for Terminations**

Department Number - Facility or Program	Deceased	Discharged	Failed Medical Exam	Health	Moved	Non County Employment	Other	Personal	Remain at Home	Recurrent Release	Released Temp	Retirement	Return to School	Transfer	Working Conditions	ROW TOTAL
110 - Health Services Administration	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	2
120 - Office of Managed Care	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
130 - High Desert Healthcare System	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
160 - LAC+USC Healthcare Network	1	0	0	1	6	5	1	16	0	0	15	14	3	6	1	69
161 - Northeast CHC/Health Centers	0	0	0	0	0	0	0	0	0	0	2	2	0	0	0	4
200 - Harbor/UCLA Medical Center	0	1	0	0	5	6	9	7	0	0	4	6	0	0	2	40
201 - Long Beach CHC/Coastal Health Centers	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
225 - King/Drew Medical Center	1	2	0	2	1	0	0	5	0	0	3	12	0	1	0	27
226 - Southwest CHC/Health Centers	0	0	0	0	0	0	0	0	0	0	0	4	0	1	0	5
240 - ValleyCare Olive View/UCLA Medical Center	0	0	0	1	0	2	5	1	0	0	3	2	0	0	1	15
241 - Mid Valley CHC/Health Centers	0	0	0	0	1	0	1	1	0	0	0	0	0	1	0	4
250 - Children's Medical Services	0	0	0	0	0	0	1	0	0	0	0	4	0	1	0	6
260 - Rancho Los Amigos Nat'l Rehab Center	0	2	0	0	1	0	0	0	0	0	1	2	1	2	0	9
280 - Antelope Valley Rehabilitation Center	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
290 - Juvenile Court Health Services	0	0	0	1	0	0	0	0	0	0	0	4	0	2	0	7
295 - Public Health	0	0	0	0	0	0	1	0	0	0	0	10	0	3	0	14
296 - AIDS Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>COLUMN TOTAL</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>14</b>	<b>16</b>	<b>18</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>28</b>	<b>60</b>	<b>4</b>	<b>18</b>	<b>4</b>	<b>205</b>

**DEPARTMENT OF HEALTH SERVICES**  
**Registered Nurse First Quarter 2006 Report**  
**Reason Candidates Decline Employment**

REASON CANDIDATE DECLINED EMPLOYMENT	COASTAL CLUSTER	LAC+USC HEALTHCARE NETWORK	PUBLIC HEALTH	RANCHO LOS AMIGOS NAT'L REHAB CTR	SAN FERNANDO VALLEY CLUSTER	SOUTHWEST CLUSTER	ROW TOTAL
1 Accepted another job	2	0	0	0	1	1	4
2 Did not respond to calls	0	0		0	0	0	0
3 Did not respond to letter	0	0	0	0	7	0	7
4 Did not show - no reason given	0	0	0	0	1	0	1
5 Distance	1	0	0	0	0	0	1
6 Negative publicity\Professional risk	0	0	0	0	0	0	0
7 Not interested in full-time perm position	0	0	0	0	0	0	0
8 Not interested in shift offered	2	5	0	0	0	1	8
9 Not interested in specialty area offered	0	0	0	0	0	0	0
10 Not interested in work assignment	0	0	0	0	1	0	1
11 Personal reasons	2	1	0	0	1	0	4
12 Prefers a higher position	0	0	0	0	0	0	0
13 Prefers another DHS department	0	0	0	0	0	0	0
14 Salary too low	0	0	1	0	0	0	1
15 Unable to attend new hire orientation	0	0	0	0	0	0	0
16 Unable to clear pre-employment physical	0	0	0	0	0	0	0
17 No reason given	0	0	0	0	0	0	0
<b>ROW TOTAL</b>	<b>7</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>11</b>	<b>2</b>	<b>27</b>

na = Information not available at time report completed.

This data includes results from employment/job offers made to candidates after placement interviews were conducted. Also, includes results from canvassing letters mailed to candidates on eligible lists.

DEPARTMENT OF HEALTH SERVICES  
First Quarter 2006  
Nurse Registry

CLUSTER	CONTRACTOR	TYPE OF SERVICE	JANUARY		FEBRUARY		MARCH	
			ACTUAL/ ESTIMATE AMOUNT	HOURS	ACTUAL/ ESTIMATE AMOUNT	HOURS	ACTUAL/ ESTIMATE AMOUNT	HOURS
ANTELOPE VALLEY HLTH SYS NETWORK	- 0 -	- 0 -	0	0	0	0	na	na
COASTAL CLUSTER AREA	ASSOCIATED HEALTH PROFESSIONALS	TRAVELER NURSE AGENCY	21,356	310	10,833	189	na	na
COASTAL CLUSTER AREA	FASTSAFF, INC.	TRAVELER NURSE AGENCY	24,021	280	23,216	276	na	na
COASTAL CLUSTER AREA	MED STAFF, INC	TRAVELER NURSE AGENCY	24,800	377	11,728	184	na	na
COASTAL CLUSTER AREA	ON ASSIGNMENT	TRAVELER NURSE AGENCY	70,735	877	81,474	1,044	na	na
JUVENILE COURT HEALTH SERVICES	ASSOCIATED HEALTH PROFESSIONALS	NURSING REGISTRY	2,441	63	0	0	na	na
LAC+USC HEALTHCARE NETWORK	PENDING VARIOUS INVOICE	TRAVELER NURSE AGENCY	2,846,690	39,537	466,019	6,472	na	na
RANCHO LOS AMIGOS NAT'L REHAB CTR	MEDSTAFF	TRAVELER NURSE AGENCY	9,036	144	0	0	na	na
RANCHO LOS AMIGOS NAT'L REHAB CTR	ON ASSIGNMENT	TRAVELER NURSE AGENCY	24,938	373	4,977	67	na	na
SAN FERNANDO VALLEY CLUSTER	HRN SERVICES	NURSING REGISTRY	13,600	192	17,728	254	na	na
SAN FERNANDO VALLEY CLUSTER	MEDICAL STP	NURSING REGISTRY	15,328	218	10,920	153	na	na
SAN FERNANDO VALLEY CLUSTER	MEDI-LEND	NURSING REGISTRY	7,188	115	7,188	115	na	na
SAN FERNANDO VALLEY CLUSTER	NURSE CONNECTION	NURSING REGISTRY	14,088	201	13,545	194	na	na
SAN FERNANDO VALLEY CLUSTER	PROFESSIONAL STAFFING	NURSING REGISTRY	24,099	723	8,937	268	na	na
SAN FERNANDO VALLEY CLUSTER	S.O.S. NURSES	NURSING REGISTRY	8,000	125	8,000	125	na	na
SAN FERNANDO VALLEY CLUSTER	NURSE CONNECTION	NURSING REGISTRY (LVNs)	5,296	156	5,296	156	na	na
SAN FERNANDO VALLEY CLUSTER	PROFESSIONAL STAFFING	NURSING REGISTRY (LVNs)	4,496	132	3,168	93	na	na
SAN FERNANDO VALLEY CLUSTER	ASSOCIATED HEALTH PROFESSIONALS	NURSING REGISTRY (CNAs)	13,652	544	10,658	424	na	na
SAN FERNANDO VALLEY CLUSTER	ATC TRAVELERS	NURSING REGISTRY (CNAs)	38,464	1,127	38,776	1,136	na	na
SAN FERNANDO VALLEY CLUSTER	FLEX NURSING	NURSING REGISTRY (CNAs)	480	13	480	13	na	na
SAN FERNANDO VALLEY CLUSTER	HRN SERVICES	NURSING REGISTRY (CNAs)	30,840	488	27,768	439	na	na
SAN FERNANDO VALLEY CLUSTER	MEDICAL STP	NURSING REGISTRY (CNAs)	105,639	3,871	90,666	3,322	na	na
SAN FERNANDO VALLEY CLUSTER	MEDISCAN	NURSING REGISTRY (CNAs)	3,588	128	2,020	72	na	na
SAN FERNANDO VALLEY CLUSTER	NURSE CONNECTION	NURSING REGISTRY (CNAs)	43,141	1,887	43,141	1,887	na	na
SAN FERNANDO VALLEY CLUSTER	PROFESSIONAL STAFFING	NURSING REGISTRY (CNAs)	93,466	4,645	89,839	4,410	na	na
SAN FERNANDO VALLEY CLUSTER	RELIABLE HEALTHCARE	NURSING REGISTRY (CNAs)	0	0	1,500	107	na	na
SAN FERNANDO VALLEY CLUSTER	UNITED NURSING INTERNATIONAL	NURSING REGISTRY (CNAs)	2,656	79	2,750	82	na	na
SAN FERNANDO VALLEY CLUSTER	AMN HEALTHCARE	TRAVELER NURSE AGENCY	217,000	347	21,700	347	na	na
SAN FERNANDO VALLEY CLUSTER	ATC TRAVELERS	TRAVELER NURSE AGENCY	38,304	546	35,464	520	na	na
SAN FERNANDO VALLEY CLUSTER	HRN SERVICES	TRAVELER NURSE AGENCY	75,886	1,018	77,613	1,042	na	na
SAN FERNANDO VALLEY CLUSTER	MEDSTAFF	TRAVELER NURSE AGENCY	30,000	450	30,000	450	na	na
SAN FERNANDO VALLEY CLUSTER	ON ASSIGNMENT	TRAVELER NURSE AGENCY	120,666	1,567	95,821	1,244	na	na
SAN FERNANDO VALLEY CLUSTER	PROFESSIONAL STAFFING	TRAVELER NURSE AGENCY	47,218	805	49,110	837	na	na
SAN FERNANDO VALLEY CLUSTER	STAT NURSES INTERNATIONAL	TRAVELER NURSE AGENCY	22,170	342	50,000	772	na	na
SAN FERNANDO VALLEY CLUSTER	UNITED STAFFING SOLUTIONS	TRAVELER NURSE AGENCY	9,465	133	9,465	133	na	na
SAN FERNANDO VALLEY CLUSTER	AMN HEALTHCARE	TRAVELER NURSE AGENCY (LVNs)	7,520	160	7,520	160	na	na
SAN FERNANDO VALLEY CLUSTER	MEDSTAFF	TRAVELER NURSE AGENCY (LVNs)	6,775	136	6,775	136	na	na

DEPARTMENT OF HEALTH SERVICES  
First Quarter 2006  
Nurse Registry

CLUSTER	CONTRACTOR	TYPE OF SERVICE	JANUARY		FEBRUARY		MARCH	
			ACTUAL/ ESTIMATE AMOUNT	HOURS	ACTUAL/ ESTIMATE AMOUNT	HOURS	ACTUAL/ ESTIMATE AMOUNT	HOURS
SOUTHWEST AREA	ATC TRAVELERS	NURSING REGISTRY	7,072	96	0	0	na	na
SOUTHWEST AREA	S.O.S NURSES SERVICE CORPORATION	NURSING REGISTRY	12,272	157	0	0	na	na
SOUTHWEST AREA	UNITED STAFFING SOLUTIONS, INC.	NURSING REGISTRY	11,076	144	0	0	na	na
SOUTHWEST AREA	ASSOCIATE HEALTH PROFESSIONALS, INC.	NURSING REGISTRY (LVNs)	310	8	0	0	na	na
SOUTHWEST AREA	MEDISCAN NURSING STAFFING, INC.	NURSING REGISTRY (LVNs)	4,502	120	0	0	na	na
SOUTHWEST AREA	NURSE CONNECTION	NURSING REGISTRY (LVNs)	1,904	48	0	0	na	na
SOUTHWEST AREA	UNITED NURSING INTERNATIONAL	NURSING REGISTRY (LVNs)	468	8	0	0	na	na
SOUTHWEST AREA	UNITED STAFFING SOLUTIONS, INC.	NURSING REGISTRY (LVNs)	5,880	136	0	0	na	na
SOUTHWEST AREA	ASSOCIATE HEALTH PROFESSIONALS, INC.	NURSING REGISTRY (CNAs)	12,849	520	0	0	na	na
SOUTHWEST AREA	ATC TRAVELERS	NURSING REGISTRY (CNAs)	14,495	604	0	0	na	na
SOUTHWEST AREA	MEDISCAN NURSING STAFFING, INC.	NURSING REGISTRY (CNAs)	1,280	64	0	0	na	na
SOUTHWEST AREA	MEDSTAFF, INC.	NURSING REGISTRY (CNAs)	3,058	135	0	0	na	na
SOUTHWEST AREA	NURSE CONNECTION	NURSING REGISTRY (CNAs)	32,250	1,576	0	0	na	na
SOUTHWEST AREA	RELIABLE HEALTH CARE SERVICES	NURSING REGISTRY (CNAs)	19,013	707	0	0	na	na
SOUTHWEST AREA	MEDSTAFF, INC.	NURSING REGISTRY (LPTs)	640	16	0	0	na	na
SOUTHWEST AREA	NURSE CONNECTION	NURSING REGISTRY (LPTs)	17,435	452	0	0	na	na
SOUTHWEST AREA	UNITED NURSING INTERNATIONAL	NURSING REGISTRY (LPTs)	12,002	304	0	0	na	na
SOUTHWEST AREA	ASSOCIATE HEALTH PROFESSIONALS, INC.	TRAVELER NURSE AGENCY	8,064	108	2,015	24	na	na
SOUTHWEST AREA	ATC TRAVELERS	TRAVELER NURSE AGENCY	7,480	95	0	0	na	na
SOUTHWEST AREA	FASTAFF, INC.	TRAVELER NURSE AGENCY	1,736,925	20,125	0	0	na	na
SOUTHWEST AREA	FLEX NURSING SERVICE, INC.	TRAVELER NURSE AGENCY	22,968	312	0	0	na	na
SOUTHWEST AREA	MEDSTAFF, INC.	TRAVELER NURSE AGENCY	6,336	96	0	0	na	na
SOUTHWEST AREA	NURSE CONNECTION	TRAVELER NURSE AGENCY	78,385	943	0	0	na	na
SOUTHWEST AREA	ON ASSIGNMENT HEALTHCARE STAFFING	TRAVELER NURSE AGENCY	4,292	48	0	0	na	na
SOUTHWEST AREA	STAT NURSES INTERNATIONAL	TRAVELER NURSE AGENCY	25,884	388	0	0	na	na
SOUTHWEST AREA	UNITED NURSING INTERNATIONAL	TRAVELER NURSE AGENCY	12,285	168	0	0	na	na
TOTAL			\$6,082,169	\$89,489	\$1,367,111	\$27,147	na	na

na = Information not available at time report completed.

Registry information is reported to DHS Financial Services from each facility's finance area on a monthly basis. Each facility's finance receives contract/registry information on a flow basis as vendors request payment for services.

Note: Registered Nurses appear under NURSING REGISTRY and TRAVELER NURSE AGENCY



**COUNTY OF LOS ANGELES - DEPARTMENT OF HEALTH SERVICES  
NURSE REGISTRIES SUMMARY \*  
FISCAL YEAR 2005-06**

FACILITY	SUMMARY - NURSE REGISTRIES			HOURS YTD THRU JANUARY
	ADOPTED BUDGET <sup>(a)</sup>	FYE EXPENSES <sup>(b)</sup>	SURPLUS/ (DEFICIT)	
LAC+USC Medical Center	\$ 21,462,000	\$ 38,645,000	\$ (17,183,000)	376,860
LAC+USC CHC/HC's	1,221,000	1,423,809	(202,809)	21,093
Northeast Network :	22,683,000	40,068,809	(17,385,809)	397,953
H/UCLA Medical Center	\$ 2,340,000	\$ 1,988,950	\$ 351,050	11,717
Coastal CHC/HC's	-	-	-	-
Coastal Network:	2,340,000	1,988,950	351,050	11,717
MLK/D Medical Center	\$ 20,362,880	\$ 55,484,191	\$ (35,121,311)	402,005
Southwest CHC/HC's	-	142,850	(142,850)	2,416
Southwest Network:	20,362,880	55,627,041	(35,264,161)	404,421
Rancho Los Amigos NRC:	\$ -	\$ 861,628	\$ (861,628)	4,766
OV/UCLA Medical Center	\$ 5,925,000	\$ 9,032,712	\$ (3,107,712)	125,254
San Fernando Valley CHC/HC's	-	-	-	-
High Desert Health System - MACC	26,000	26,000	-	40
Antelope Valley Health Centers	-	-	-	-
Antelope Valley Rehab Center	-	-	-	-
Valley Care Network:	5,951,000	9,058,712	(3,107,712)	125,294
SUBTOTAL ENTERPRISE:	\$ 51,336,880	\$ 107,605,140	\$ (56,268,260)	944,151
Juvenile Court Health Services	475,000	290,000	185,000	1,881
TOTAL DHS:	\$ 51,811,880	\$ 107,895,140	\$ (56,083,260)	946,032

**Footnotes:**

- \* Based on each facility's FY 2005-06 Registry Report through December, which reflects the following types of services: Travel and Non-Travel RNs, LVNs, CNAs, LPTs, and Surgical Techs. Excludes Hemodialysis, which are billed based on number of procedures, not hours.
- (a) Based on the FY 05-06 Board Adopted Budget After Supplemental Budget Resolution, adopted by the Board on September 20, 2005.
- (b) Full-year estimates are based on each facility's FY 2005-06 Registry Report through January '06.